

# Soldiers

April 2008  
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The Official U.S. Army Magazine



**ARMY RESERVE**  
**100 YEARS STRONG**

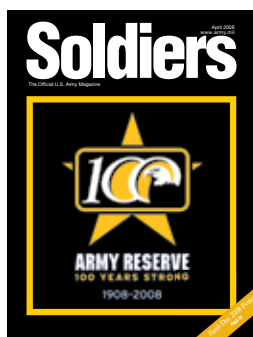
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Soldiers magazine salutes the 100th anniversary of the Army Reserve.

— Courtesy Army Reserve Public Affairs



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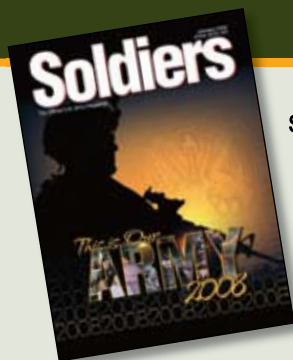
# SOLDIERS MEDIA CENTER



## We Want Your Story

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# MAILCALL

Letters from the Field

of the U.S. Army message is uninformed and misguided. Please consider revising this to accurately portray the career field.

Thank you.

**MAJ Scott Townsend**  
Via e-mail

*THANKS for your input. While we realize that civil-affairs Soldiers undertake a variety of missions under a variety of circumstances, we'd only point out that the Army careers information we ran in the Almanac was provided by U.S. Army Recruiting Command. You might want to contact them with your observation.*

**I WAS** very disappointed to see that the Almanac issue did not include the usual Army statistics. I was looking forward to seeing the current breakdown of male/female, officer/enlisted, and distribution by minorities. I had planned to use this information in my new position as a chaplain recruiter to describe to our prospects the diversity that is in the Army. Also, it would help prospective chaplains prepare for the variety of ministries with which they may be engaged.

Another way that I have used the stats in the past is to compare the Army demographics to civilian demographics.

I relied on Soldiers Magazine to provide this distribution in an easy-to-understand format every January.

**Chaplain (Capt.) Susan D. Caswell**  
via e-mail

## Soldiers Values Your Opinion

*To comment, keep your remarks to under 150 words, include your name, rank and address, and send them to:*

**Mail Call, Soldiers, SMC**  
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**Arlington, VA 22202-3900**

or e-mail:  
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For links to the Army News Service and Soldiers Radio Live, visit **www.army.mil**



### New Technologies

**I FOUND** your October article regarding the development of new life-saving technologies very interesting.

The portion of the article that really caught my attention was the non-lethal laser. Understanding new equipment and its capabilities is extremely important as we continue the global war on terrorism. Having extensively studied the Joint Non-lethal Weapons Program and the Army's use of non-lethal weapons, it is imperative that all Soldiers understand the capabilities and limitations of new systems and are trained accordingly.

**Maj. David E. Shank**  
via e-mail

### More on PTSD

**I READ** with interest the November letter about the veteran who had a negative encounter when trying to get help with PTSD — he said his leaders thought seeking help for PTSD was a sign of cowardice or an attempt to avoid work.

I assure you that this is not the common thinking among our leaders. I am a veteran of Vietnam and Operation Desert Storm, and I, too, have PTSD.

After my retirement in 1992, I went to the Veterans Administration hospital in Dublin, Ga., for help. I was seen by a doctor who ordered tests that confirmed I had PTSD. I was given medication that has really helped me, and was also given a 10 percent VA disability rating. In the past 15 years I have survived having PTSD by taking my prescribed medication, visiting my doctor every six months and telling other veterans about how to get help for this very serious condition.

I hope the veteran who wrote the letter to you will continue to seek the necessary help and will not stop until he gets it. If need be, he should

contact his supporting hospital commander and make him aware of the situation. Our leaders are honor-bound to support those who suffer from PTSD.

**SGM Luvaughn Drake (Ret.)**  
via e-mail

### Sgt. Jill Stevens

**AS** a female Soldier I commend Sgt. Jill Stevens and her choice to compete in pageants. I also commend her unit for supporting her. She has obviously exceeded expectations as a Soldier and her accomplishments are inspiring!

If fellow Soldiers are going to criticize her for her competitiveness (which is what the military is based on), then they should also criticize those competing in wrestling, basketball and football competitions.

Good job and good luck Sgt. Stevens!

**Sgt. Andrea E. Whitworth**  
New Century, Kan.

**YOUR** December "G.I. Jill" article was excellent. While members of the "status-quo bunch" complain about a Soldier participating in beauty pageants, the fact that a military member can and does compete in such events only goes to prove that the Army is truly a cross-section of the society it serves and protects.

**Patrick Thompson**  
via e-mail

### Almanac Questions

**ON** page 27 of the January Almanac issue civil affairs was listed under the "Arts and Media" career category. But if you look at the Human Resources Command Web site, civil affairs is listed as a combat branch.

Active-duty civil-affairs soldiers seldom work with the media. While we do work with civilian audiences, to suggest that we are communicators



# On Point

The Army in Action







Spc. Jessica Jessee, of Support Battalion, Infantry Support Security Force, scans terrain while standing watch at Camp Patriot, Kuwait. The force is responsible for providing anti-terrorism force protection for the camp.

— Petty Officer 2nd Class Kelvin Surgener



**M**ore than 186,000 Army Reserve Soldiers have been mobilized since Sept. 11, 2001, to support the war on terror.

About 22,000 Reservists are currently on active duty in 20 countries, including Iraq, Afghanistan, Kuwait, Bosnia, Djibouti, Kenya and Ethiopia. And 7,000 of those are mobilized in the United States to support homeland-defense missions or train Soldiers preparing to deploy from such mobilization centers as Fort Dix, N.J., and Fort McCoy, Wis.

"We're no longer a reserve force in the strategic sense," said Lt. Gen. Jack C. Stultz, chief of the Army Reserve. "We're now an operational force," he said, emphasizing that Reserve Soldiers are working side by side with active-duty troops on missions around the world.

Deployed Army Reserve units provide aviation, engineering, maintenance, logistics, medical, personnel-services, signal and intelligence support. Additionally, Reserve civil-affairs Soldiers are staffing provisional reconstruction teams that are helping to rebuild governments and economies in Iraq and Afghanistan. Psychological-operations units are developing and disseminating anti-insurgent messages to local populations. And military-police units are escorting convoys, guarding forward-operating bases, enforcing the law and conducting detainee operations.

Army Reserve personnel-service and finance units in Kuwait, Iraq and Afghanistan are providing postal services and assisting members from all components with administrative and pay issues. Reserve engineer units in Iraq are conducting route-clearance missions, while others are performing jobs similar to a city's public-works department on forward-operating bases.

In some cases, Army Reserve engineer units are helping countries build roads, schools and other public facilities, or helping to restore power.

"We do a lot in South America, Central America, the Horn of Africa and some of the European nations," Stultz said. "We're providing medi-

# An Operational Force

Story by Maj. John Nolan

Reserve Soldiers and an Iraqi counterpart patrol a village near Baghdad. Some 22,000 Reservists are now on active duty in 20 countries.



cal care, engineering support to build infrastructure, training support to train foreign armies.”

The 104th Institutional Training Division is now deployed to Iraq, augmenting the Multi-National Security Transition Command to help train the Iraqi army. Similarly, in Afghanistan, Reserve Soldiers are training the Afghan National Army.

Reserve public-affairs units are sending stories and video daily from theater via satellite transmission, while also escorting embedded journalists.

Reserve medical units include surgical teams, combat stress teams, combat support hospitals, preventative medical units and dental units like the 307th Dental Service Company, which is deployed now in support of Operation Iraqi Freedom.

The 316th Expeditionary Sustainment Command — which went from

zero to Iraq in nine months as it stood up in September 2006 and deployed in June — is now the primary logistical support command in the Iraq theater. It oversees 20,000 Soldiers who sustain U.S. forces, coalition partner forces and Iraqi forces with products that range from bullets to beans, from fuel to maintenance. The 316th supervises units from all components, along with contractors performing missions under the Logistics Civilian Augmentation program.

About 140 Army Reserve units are currently deployed in support of Operation Iraqi Freedom, and that’s not counting units in Afghanistan, Africa, the Balkans and other locations.

“In places like Iraq, Afghanistan, the Horn of Africa, the Philippines and Latin America, Army Reservists are bringing their warrior skills and their civilian trades to the fights,” said

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“In places like Iraq, Afghanistan, the Horn of Africa, the Philippines and Latin America, Army Reservists are bringing their warrior skills and their civilian trades to the fights,” said Gen. David H. Petraeus.

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Gen. David H. Petraeus, commander of Multi-National Force-Iraq. “That combination is particularly effective in the exceedingly complex environments we face today.” **sm**

Before deploying to combat theaters, Reservists undergo extended training at such mobilization centers as Camp Shelby, Miss.



Phil Manson





Army Reserve Staff Sgt. Ceferino Lopez, a light-wheel mechanic from the 402nd Civil Affairs Battalion, struggles to extract a generator from a vehicle under repair.



# Transforming the Army Reserve

Story by Gary Sheftick



Chief of the Army Reserve Lt. Gen. Jack C. Stultz — seen here visiting wounded Soldiers at Balad Air Base, Iraq — is promoting a force-generation model that would see Reservists deploy every four or five years.

Reserve Soldiers returning from a yearlong deployment to Iraq are welcomed home during a ceremony at Fort Dix, N.J. Thousands of Reservists have served in Iraq and Afghanistan.



**T**ransforming the Army Reserve into an “operational force” includes forging a partnership with American businesses to share not only talent, but eventually health care, retirement plans and training as well. That’s the vision of Lt. Gen. Jack C. Stultz, chief of the Army Reserve, and he’s pitching his plan at chambers of commerce and business forums across the country.

He wants the Army Reserve to be a preferred hiring pool for the private sector. He sees Soldiers of the future transferring seamlessly back and forth among the active component, the Army Reserve and civilian occupations. And he sees them doing so with a continuity of health care and other benefits.

“Our biggest challenge right now is manning the force,” said the retired Proctor and Gamble executive, who took over the reins of the Army Reserve two years ago.

Under Stultz’s Army Reserve Force Generation model, known as ARFOR-GEN, units would deploy every four or five years. Right now, due to demands in Afghanistan and Iraq, and given that about 25,000 Reserve Soldiers are mobilized at any one time, units actually deploy every three or four years.

Many leaders see the frequent mobilizations as a problem for employers, he said. “I’m trying to turn that equation around a little bit.”

Stultz has been working hard to convince companies that employing Reserve Soldiers will save them money in the long run and provide added value to their operations.

“Soldiers in the Army Reserve have already been tested for drug use;



Before moving into Iraq, Reserve units visit firing ranges in Kuwait to zero their weapons and refresh their marksmanship skills.

already undergone background checks; already been physically tested; and have already passed aptitude tests,” he said.

Companies that hire Soldiers will save resources on security clearances and health care, Stultz said, adding that military training in leadership, team-building and technical skills also benefits employers.

“Let’s look at the civilian skills that transfer over to Army Reserve skills,” Stultz said. “That’s what I see as the future: We’re partnering to help American businesses grow economically by providing them good employees; they’re also good Soldiers.”

The Army Reserve and businesses share the same challenge of trying to man the force with the best recruits. Stultz said only three out of 10 of the Army’s target recruiting population (males aged 17 to 24) actually qualify to enlist. About 40 percent can’t qualify educationally or pass the aptitude test, he said. A certain percentage can’t qualify morally, and a percentage can’t qualify medically.

“Who is American business trying

to hire? Those same three out of 10,” he said. “They’re looking for those same individuals.”

Stultz is talking to employers about sharing the cost of medical and retirement plans.

“It’s almost like a 401k, where everybody’s contributing,” he said.

“When I talk to employers, that resounds. Because cost of benefits is huge to them.”

He has discussed this plan with employer groups in New York, Texas, California, Kansas and Washington, D.C.

“A lot of employers are saying that if they could just mine the Army Reserve as kind of a pool of potential employees, that would save a lot of time and guarantee them quality. So we’re starting to do some pilot work with employers,” he said.

Stultz is interested in providing Reserve Soldiers with more stability and predictability. He said that’s what ARFORGEN is all about.

He wants to cut down on cross-leveling, or filling deploying units with

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“We want to be able to alert every Reserve Soldier one year before mobilization,” Stultz said.

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Soldiers from other Reserve units. He feels keeping Soldiers in the same command will gain more cohesion for units and more predictability for Soldiers.

He’s attempting to cut down on the time Army Reserve units spend at mobilization stations. The goal is to eventually get down to only 30 days. That will maximize the amount of time Soldiers spend in theater, he said, and cut the time they spend away from civilian jobs.

One of the ways he plans to cut back on mobilization time is to provide units with theater-immersion training on extended weekend exercises. They will run convoys, spot improvised explosive devices and man the perimeter of forward-operating bases — all more than a year before mobilizing.

“We want to be able to alert every Reserve Soldier one year before mobilization,” Stultz said. “That gives them more predictability and it gives us more time to train them. What I want is unit stabilization, not Stop Loss.”

One is voluntary, the other involuntary, he said.

Soldiers scheduled to finish their enlistments within the year would need to voluntarily sign some kind of commitment to stay and deploy, Stultz said.

He wants to be able to offer Soldiers incentives to extend their enlistments. This might entail allowing Soldiers to extend to deploy with a bonus, and then allowing them to re-enlist in theater with another bonus. As soon as Soldiers are alerted, Stultz would like to have them and their families become eligible for medical care for the entire year before deploying.

“If we’re going to ‘operationalize’ the Army Reserve, we have to have medical readiness, dental readiness, stabilization — those types of incentives for our Soldiers,” he said. “Some of those will require legislation, some



just Army policy. If we get the right incentives, I think the Soldiers will stick with it."

He wants Soldiers to actually look forward to getting alerted, because they're going to get extra money and benefits during that year before deploying.

Stultz said his wife, Laura, believes the Army Reserve needs a "virtual installation."

"A Soldier in any community in America needs to be able to get the same level of support as if he was living on an Army installation," he said.

Part of that support will need to come through technology and Web applications, the general said, but he added that there's another piece to it, too.

"Go to any community in America and you're going to find groups that want to take care of Soldiers, but they're just not sure how to do it," he said.

He envisions Soldier Support Centers across the country manned by volunteers, civilian employees and reserve-component Soldiers.

"Everybody knows where the local post office is, so everybody ought to know where the Soldier Support Center is," Stultz said.

He sees military families walking into the support center to register in the DEERS medical system. But he sees the centers also providing a host of other services. Maybe the family of a deployed Soldier will go to the center if their car has a transmission problem, he said.

The support centers would not just be for the reserve component, Stultz said. The families of active-duty Soldiers often return to their hometowns when a spouse is deployed, so the centers would be there for them, too.

Stultz said he doesn't see the pace of deployments coming to a halt, even if the war on terror is won.

"If we were to withdraw from Iraq or Afghanistan, or both, tomorrow, my intent is to maintain the ARFORGEN cycle," he said. "I want Soldiers to know that about every five years they're going to deploy."



Dr. (Lt. Col.) Kerry Welch checks a boy's ears during a medical-assistance visit to West Africa. Reserve medical personnel undertake such visits as part of the Army's broader humanitarian programs.

Those deployments would hopefully not last an entire year, he said, but maybe Reserve units would deploy for three months or so to somewhere like Djibouti or Honduras to conduct humanitarian or engineering missions.

"Maybe you're going to spend three months in Romania working with the Romanian army and helping them do some type of training exercise," he said. "Or maybe you're going to go to South America and you're going to spend three to six months working with the locals to develop a medical infrastructure."

Last May, Stultz went to the Horn of Africa and observed a civil-affairs team helping villagers by vaccinating animals.

"We had all the locals bringing

in their goats and sheep and camels and we were providing vaccinations to keep their food supply healthy," he said. "The engineers were out there at the same time drilling wells for water sources for them and their animals, and just winning the hearts and minds of the people."

In October he went to Kosovo and observed Soldiers who were helping locals build an asphalt athletic field that had soccer goals on both ends and basketball nets in the middle.

"The Soldiers feel good about doing that," Stultz said. "I had a couple of engineers who said 'We were thinking about getting out, but after doing this, we're staying.'" **sm**



Army Reserve Soldiers have proudly served the nation for 100 years in both peace and war.



# Answering the Nation's Call for 100 Years

STORY BY COL. RANDY PULLEN (RET.)

Congress established the Army's first federal reserve force, the Medical Reserve Corps, on April 23, 1908. Since then, Reserve Soldiers have supported almost every war from World War I to the war on terror and countless national-emergency, disaster-relief, operational and expeditionary missions.

**I**n June 1908 the first 160 medical professionals received Reserve commissions. The number grew to about 360 by 1909 and to 1,900 by 1916.

"The nation's leaders knew at that time that the medical population with the most up-to-date experience resided in the civilian sector," said Lt. Gen. Jack C. Stultz, chief of the Army Reserve.

The concept of using civilian professionals to augment the Army in a disciplined, accessible manner soon

expanded beyond the officers within the medical services, and the Regular Army Reserve was created in 1912. It was separate from the Medical Reserve Corps and grew more slowly than its predecessor. A year later, there were only eight enlisted men in its ranks.

In 1915, 3,000 Army Reserve Soldiers were called up to serve beside their Regular Army and National Guard comrades along the southern border of the United States. This first mobi-

lization of the Reserve resulted from tension between the United States and Mexico. A second Mexican-American War was averted, but this mobilization provided invaluable experience for America's Army.

As World War I raged in Europe, major structural changes were taking place in the Army. The National Defense Act of 1916 established the Officers Reserve Corps (the Medical Reserve Corps would merge with it in



Doughboys advance through a shattered French village in 1918. More than 170,000 officers and enlisted Reserve Corps Soldiers served on active duty during the conflict.

1917), the Enlisted Reserve Corps and the Reserve Officers Training Corps.

When the United States entered World War I in April 1917 these organizations grew dramatically. By June 1917 there were 9,223 Army Reserve doctors, dentists and veterinarians, a huge increase from the original 160 nine years earlier.

More than 170,000 Reserve Soldiers saw active duty in World War I, in every division. These “doughboys” set the standard that Army Reserve Soldiers have followed ever since.

The era between the world wars was difficult for the Army. There were few incentives for service, active or reserve. The Organized Reserve (the Army Reserve at that time), was primarily an organization of Reserve officers. It did not offer unit drill pay or a retirement plan. With the national economy in tatters during the 1930s, training was scarce. No more than 30 percent of Reserve officers underwent annual training in that decade.

In spite of these hardships, the Reserve continued to answer the call to serve. During the Great Depression, between 1933 and 1939, more than 30,000 Organized Reserve Corps offi-

cers supported 2,700 Civilian Conservation Corps camps.

When war broke out in Europe in 1939, the United States called on its long-neglected Reserve to help rebuild its armed forces. By 1941, 57,000 Reservists were on active duty. In June 1941 about 90 percent of the Army’s company-grade officers were recently mobilized Reservists.

The Reserve presence in World War II was considerable. In a typical Regular Army combat division during the peak war years, Reserve Soldiers occupied most of the mid-grade officer positions. By the end of the war, more than 200,000 Reserve Soldiers were on active duty, serving on every front.

Women were authorized to join the Organized Reserve beginning in 1948. Five years after the end of World War II, male and female Reservists were called to duty for war in Korea. More than 240,000 Reserve Soldiers were eventually called up. Fourteen Reserve battalions and 40 separate companies deployed to Korea, and seven Reservists were awarded the Medal of Honor.

In the 1960s the Army Reserve stood ready to answer the escalation of Cold War tensions in Berlin, the

Cuban Missile Crisis and the Vietnam conflict. Only the latter resulted in war, and only a small number of Reservists were mobilized. Forty-two Army Reserve units with fewer than 5,000 Soldiers were activated in 1968.

Reserve Soldiers actively participated in Operation Just Cause, the United States’ intervention in Panama in 1989, with military-police and civil-affairs support.

After the Korean War, the largest deployment of Reserve Soldiers overseas took place in 1990-1991 during operations Desert Shield and Desert Storm. More than 63,000 Soldiers from 647 units were activated for service in the United States and overseas. Thousands of Individual Ready Reserve Soldiers, Individual Mobilization Augmentees and 1,000 retirees volunteered or were ordered to active duty as well. In all, almost 84,000 Army Reservists answered the country’s call.

In 1993 Reservists supported Operation Restore Hope, the Somalia relief expedition. Civil- and public-affairs Reservists served in Somalia until U.S. forces departed in March 1994.

Since 1995 thousands of Army Reservists have participated in peacekeeping operations in Bosnia and Kosovo, both in-theater and from Hungary, Germany and Italy. In 1999, at the Fort Dix Army Reserve Installation in New Jersey, Army Reserve Soldiers led the Operation Provide Refuge Joint Task Force, bringing relief and assistance to more than 4,000 ethnic Albanian refugees from Kosovo.

Reservists have been on the front lines of the war on terror since the events of Sept. 11, 2001. Units and individual Soldiers carried out a host of missions to support rescue and recovery operations and to secure federal facilities nationwide.



"As the flames continued to be fought at the Pentagon and in New York, Army Reserve men and women went into action all across America," said Lt. Gen. Thomas J. Plewes, chief of the Army Reserve from 1998-2002. "Arriving at their places of duty they immediately started their missions. Whatever the National Command Authority needed the Army Reserve to do, we did it."

Reserve public-affairs Soldiers supported the 101st Airborne Division during Operation Anaconda in Afghanistan in 2002. Reserve engineers improved facilities at Kandahar Airfield, while Reservists in the medical field treated casualties at Bagram Air Base. Civil-affairs Soldiers operated throughout Afghanistan, assisting the Afghan people.

During the initial days of Operation Iraqi Freedom, Reservists fought their way into Baghdad alongside their active-duty Army and Marine comrades.

Not all of the Army Reserve's battles in the early 21st century were against armed foes. Nature was an equally tough adversary. In 2005 Reservists supported numerous natural-disaster-relief missions at home and abroad. Reserve aviation units provided assistance to the people of the U.S. Gulf Coast in September following Hurricane Katrina, and to the people of Pakistan in October following a devastating earthquake.

As the Army Reserve ended its first century of service, it remained heavily committed to continuing operations in Iraq and Afghanistan. In Afghanistan, Reservists were among the coalition forces helping to build the 70,000-man strong Afghan National Army. They also helped the Afghans set up a modern defense establishment, controlled by a democratically elected civilian government.

Reserve Soldiers — such as this one guiding Marine helicopters to a landing in Afghanistan — have been vital in the war on terror.

**"The bright, talented men and women of the Army Reserve are part of the foundation of this century's 'Greatest Generation' of Americans," Stultz said.**

In late 2004 the 98th Div. deployed to Iraq, becoming the first Army Reserve unit to help train the new Iraqi army. The 100th Battalion, 442nd Infantry, the Reserve's only remaining ground-combat unit, served in Iraq from 2005 to 2006 as part of the Hawaii Army National Guard's 29th Infantry Brigade.

At the beginning of 2008 the total number of Army Reserve Soldiers killed in operations Iraqi Freedom and Enduring Freedom stood at 153. More than 1,250 had been wounded in action.

Today's Army Reserve is a battle-tested and experienced force. More than 180,000 Reservists have been called to duty since the terrorist attacks of Sept. 11, 2001, and more than 41,000 have been mobilized multiple times.

No longer a strategic reserve, according to Lt. Gen. Stultz, the modern Army Reserve is operational, with 25,000 to 30,000 Soldiers, and its Soldiers are routinely mobilized and deployed to more than a dozen countries around the world.

Over its 100-year history the Army Reserve has evolved from a much smaller version of the active Army to a force that complements the total force with combat support, combat service support and training capabilities.

"The bright, talented men and women of the Army Reserve are part of the foundation of this century's 'Greatest Generation' of Americans," Stultz said. As the Army Reserve continues to evolve and transform throughout its next 100 years, it will do so, as it always has, in the capable hands of those men and women who choose to be, in the immortal words of Sir Winston Churchill, "twice the citizen." **sm**

*Col. Randy Pullen (Ret.) is a senior management consultant for The Wexford Group International in Arlington, Va.*





# Army Mechanics Go the Distance

Story and Photos by Spc. Micah E. Clare

**A** young Soldier rubbed sleep from his eyes as he stumbled into a giant machinery garage at Forward Operating Base Sharana, Afghanistan. He'd been working on various trucks and machines for 16 hours straight, but he still had to work on one more.

Late nights are nothing new to deployed mechanics like Pfc. Carson Beaver, from Headquarters Support Company, 864th Engineer Battalion, Fort Lewis, Wash. The unit's main mission is providing "last-stop" maintenance support for the battalion's continuing fight against the insurgency in Paktika Province.



That night, Beaver and his team had to fix yet another damaged Humvee returning from a late-night patrol. After running some tests, they determined that the vehicle's dirt-encrusted front differential needed to be replaced.

"This vehicle is a four-wheel drive, and right now, it's not driving with all four wheels," Beaver said. The repair would take at least four hours, but the vehicle would be ready to roll the next morning.

"We find ourselves fixing everything from small utility vehicles to 5-ton heavy-transport vehicles," Beaver said, lying on his back while unscrewing bolts, with several tons of metal inches above his head. "Keeping a unit's vehicles running is a very important job. When Soldiers come to us needing something fixed, they know we're reliable and they'll be able to continue on their missions."

"Missions would cease without proper maintenance because everyone relies so heavily on vehicles out here," said 1st Lt. Alex Faber, a motor officer. "We're a last-stop repair shop for units traveling into southern Paktika. Whether we're just providing units with parts or staying up all night to repair a broken vehicle, we'll support anyone who comes through here."

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These coveralls don't always help," he said, grinning and wiping fluid spillage off his face.

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Because of the incredibly rough terrain and lack of paved roads the vehicles encounter each day, they take an unimaginable beating. Sometimes the team faces problems they don't have any idea how to fix at first, Faber said.

"I tell every one of my new guys, 'Unless you've fixed something out here, it's like you're doing it for the first time,'" he said. "Our worst job was restoring a vehicle that had been submerged in water for an extended time. It took us more than 30 hours to replace the front end with one from another broken vehicle."

When the team finally completes a repair, the only way to find out whether the vehicle works is to take it for a test drive.

"You spend all this time fixing something, and you hope it works," said Beaver as his team finished replacing the Humvee's differential around 2 a.m. "If it doesn't work, you get right back to work. That's the real job."

"We mostly work 12-hour days,"

said Sgt. Emmanuel Lamsangam. "But we've learned that sometimes, when we're completely exhausted and not getting anywhere, we have to pack it up and start fresh in the morning. If it's a mission priority though, we get it done. It just takes a lot of coffee."

During those 12 hours, bloodied knuckles, grease stains, oil spills and many other unpleasant things are commonplace, said Spc. Rodolfo Sombra, another HSC mechanic.

"These coveralls don't always help," he said, grinning and wiping fluid spillage off his face. "It makes a shower and a good night's sleep pretty nice after a long day like this one."

Even though the teams spend a lot of time working, they still make sure to get some time off once in a while, said Beaver.

"You still have to have fun sometimes to keep you going," he said. "We play a lot of video games, mostly racing games. It's funny that we custom create our racing cars with ease, replacing parts in seconds, something that would have taken us hours to do in the shop. I wish it was always that easy." **sm**

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*Spc. Micah E. Clare works for the 4th Brigade Combat Team Public Affairs Office.*

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Pfc. Carson Beaver strains to reach into the engine of a Humvee that needs repair at FOB Sharana.



Mission requirements dictate the length of workdays for mechanics at FOB Sharana, with most shifts lasting 12 hours.



## Privatized Housing for Unaccompanied Soldiers

**AS part of the Residential Communities Initiative**, a pilot program is providing billeting for unaccompanied NCOs and officers at five installations — Fort Irwin, Calif.; Fort Drum, N.Y.; Fort Stewart, Ga.; Fort Bragg, N.C.; and Fort Bliss, Texas.

At Fort Irwin, 200 new apartments fill a gap in the off-post commercial housing market, said Ivan Bolden, the

Army's public and private initiatives and competitive sourcing division chief for RCI.

"Before we begin, we look out into the economy to see if there is something that is adequate, that meets the Army's standards and is affordable," said Bolden. "If nothing exists, as at Fort Irwin, we can launch a pilot program like this one."

The apartments at Fort Irwin are occupied by single sergeants first class and above, who would normally be allowed to move off post. They pay rent to the private owners of the apartments using their basic allowance for housing.

Deals for privatized apartments at Fort Drum, Fort Bragg and Fort Stewart all closed in the last seven months, and the privatization deal at Fort Bliss is expected to close this year. By the end of 2009 the Army expects to have some 1,400 one- and two-bedroom apartments available under the program.

Currently, the privatized apartments for unaccompanied Soldiers are part of a pilot project.

"We will look at how the program goes, do a study, and probably at some point in a couple of years go back to the Army and show them the results and the lessons learned," Bolden said. "Then we will make recommendations."

Under RCI, private companies lease the land military housing is on and then buy the homes. Those companies then remodel the homes or tear them down and build new ones.

The Army is currently on track to meet its goal of privatizing some 88,000 Army family housing units by 2016.

— C. Todd Lopez, *Army News Service*

## Army Meeting 2008 Recruiting Goals

**THE Army is on track to meet its** fiscal 2008 recruiting goal of 80,000 new active-duty Soldiers, said the U.S. Army Recruiting Command's top officer.

Maj. Gen. Thomas P. Bostick told members of Congress that USAREC is also working to help the Army Reserve meet its goal of 26,500 new Soldiers.

"We are slightly behind established monthly objectives for the Army Reserve," he said. "But we are aggressively working with the Army's leaders to achieve our Army Reserve mission for this year."

Bostick said one of the difficul-

ties in meeting recruiting goals is the "incredibly challenging" recruiting environment.

"Fewer than three out of 10 of our young people are fully qualified for Army service due to disqualifying medical conditions, criminal records, lack of education credentials or low aptitude-test scores," he said.

Adding to the difficulties in recruiting are the wars in Afghanistan and Iraq, and their affect on such "influencers" of potential recruits as families and friends.

"Today, parents and others are less likely to encourage young adults to join the military," Bostick said.

Nevertheless, last year some 170,000 Americans stepped forward to enlist in the active Army, the Army National Guard and the Army Reserve. Additionally, Soldiers — even those who are serving in or have served in combat — are re-enlisting, he said.

Despite the difficult recruiting environment, Bostick told the Senate Armed Services Committee's Military Personnel Subcommittee that he believed Army recruiters could meet the challenge of maintaining a quality volunteer Army and asked lawmakers for their continued support.

— C. Todd Lopez, *ARNEWS*



## Partnership for Wounded Warrior Education

THE Army and the University of Kansas have established a partnership that allows wounded Soldiers to earn master's degrees at the school and to apply what they have learned inside the Army's own academic community.

Secretary of the Army Pete Geren and KU Chancellor Robert Hemenway announced the "Wounded Warrior Education Initiative" at the Command and General Staff College at Fort Leavenworth.

Soldiers and those medically retired who are part of the Wounded Warrior Program are eligible to participate in the new education initiative. Participants must already have bachelor's degrees, and must be physically and mentally prepared to attend school.

Under the pilot program, participants will complete their degrees at the University of Kansas, while the Army will pay for that education.

At the completion of their degree programs, graduates will work as faculty or staff members at the Army's Command and General Staff College or Combined Arms Center. Those Soldiers still on active duty will remain on active duty, while those who are medically retired will serve as civilian instructors.

Soldiers wishing to participate in the Wounded Warrior Education Initiative must have been wounded in the war on terror and have a campaign medal. They may be either active duty, or medically retired active-component or reserve-component Soldiers.

Depending on the success of the WWEL, the program may be expanded to include other civilian universities, other Army institutions of learning or other branches of service.

— C. Todd Lopez, ARNEWS



## Army Responds to Rising Suicide Rates

The Army is responding to the rising suicide rates among Soldiers, the service's top mental-health expert told reporters at the Pentagon.

With 102 confirmed suicides among active-duty and activated reserve-component Soldiers, 2006 had the highest number of cases since 1990. To date, 89 suicides were confirmed in 2007 and 32 cases are still pending.

"The loss of any Soldier is a tragedy, and the Army's leaders take the loss of any Soldier seriously," said Col. Dennis W. Dingle (Ret.), head of the Army Well-Being Branch in the Office of the Deputy Chief of Staff for Personnel.

Most of the suicides in 2006 involved Soldiers in the United States. Seventy-two had either never deployed or had been back from theater for more than a year, eight had been home for less than a year, and 27 occurred in Iraq and three in Afghanistan.

Dr. (Col.) Elspeth C. Richie, psychiatry consultant to the Army's surgeon general, said the Army is closely watching for any correlation between the length and number of deployments and the number of suicides, but the most common cause of suicide is strained relationships. While repeated deployments and post-traumatic stress disorder certainly add stress to relationships, she said, it's unusual for them to be the direct cause of a suicide.

As part of the Army Family Covenant, the Army is spending \$1.4 billion this year on quality-of-life programs, including healthcare, for Soldiers and their families. These programs are crucial, said Dingle and Lt. Col. Ran Dolinger, chaplain at G-1, because as the Army makes life better for Soldiers, they will be far less likely to kill themselves.

Richie visited Iraq in October, where she led a team assessing the mental-health care available to Soldiers, and found that access to mental-health care providers and chaplains was good. The Army has more than 200 behavioral-health professionals in Iraq and has just added more than 100 in the United States. After conducting interviews and focus groups with experts and Soldiers of all ranks, the team developed 55 recommendations to improve suicide-prevention training and care.

"We need to involve the whole Family and the whole community in this effort," said Richie.

— Elizabeth Lorge, ARNEWS



Sarah Bleistein (this image) Spc. Michael Adams (main photo)

Wiping oil off contaminated rocks helps prevent redistribution of the oil as the tide goes in and out.

# Oil Spill Cleanup

Story by Sgt. 1st Class Matthew A. Davio

**T**he once-fresh sea air was now nauseating, as if the breeze carried a pungent grease smell across the Taean coast. Stones worn smooth by the ocean tides littered the South Korean beach, each one heavy with black oil that seeped through a charcoal dust that had been laid down days earlier as the first step to stem the pollution.

Ships lay at anchor offshore, and hundreds of people in protective overalls scoured the shore with rags, wiping crude oil from the beach, one small portion after another.

It was a race against time, before the tide came in and carried more oil out to sea.

On the twelfth day after the Hong Kong-registered tanker *Heibei Spirit* collided with a barge and spilled some 10,500 kiloliters of crude oil — the

Chief Warrant Officer John Roberts uses a rag to scrub crude oil and charcoal powder off a rock at Baeknipo Beach. The powder was put on the rock first, to soak up as much of the oil as possible.



worst ecological disaster to befall the Republic of Korea — the stench and scope of pollution was mind-boggling, witnesses said.

“When the tide comes in, it pulls away contaminated sand and oil off the rocks, then spreads it out to other beaches, contaminating other areas,” said Joe Sellen, host-nation specialist for Eighth U.S. Army Civil Military Operations office.

“The contaminated rocks have to be cleaned off and bags full of contaminated sand taken away for the same reason,” said Sellen.

The U.S. Coast Guard and the U.S. State Department were first on the scene, responding to the ROK government’s requests for help with cleaning efforts. But hundreds of Soldiers already stationed across the peninsula wanted to know how they could help. Many took leave to do what they could.

Soldiers from the 19th Combat Sustainment Support Battalion, the 577th Military Police Company, and firefighters from installation management commands at both Camp Red Cloud and Camp Stanley volunteered.

Yet more volunteers were needed, and officials of the Eighth Army Civil Military Operations office stepped up. Through the CMO office’s efforts, several Korean agencies donated food, water, protective equipment and transportation assets.

CMO officials drafted the order that allowed volunteers to take time off from their normal duty schedules to help for eight days. The CMO staffers also served as liaisons between volunteers and the agencies already on the scene.

By day 12, more than 25 Soldiers from U.S. Army Troop Command, Korea, had arrived on the scene.

“It’s a great way to help our host nation and our neighbors,” said Staff Sgt. Shawn Wilson of the United Nations Command Honor Guard at Yongsan.

Over the next two weeks, Soldiers from the 19th Sustainment Command; 501st Sustainment Brigade;



Sgt. David Craig and brothers Kim Yong-chul and Kim Chan-guk take a break from cleaning rocks on Baeknipo Beach. The area was fouled by 2 million gallons of crude oil from the tanker *Hebei Spirit*.



Soldiers join a human chain to move bags of oil-covered rags and contaminated sand from the beach to a collection point on higher ground.

35th Air Defense Artillery; 18th Medical Command, and 1st Signal Bde. arrived in groups of 30 or more. They were issued protective gear and worked alongside Korean volunteers to clean oil off shoreline rocks or move bags stuffed with contaminated sand and dirty rags up the beach to a collection point.

“In any kind of natural disaster, we try to help any way we can,” said Sgt. Maj. Ron McDaries, Eighth U.S. Army CMO sergeant major. “We’re all in this together.”

The Eighth Army CMO also provided translators and liaison officers who coordinated with Taean civil authorities and sent hourly reports to an 8th Army watch team about the

conditions, progress and health of the Soldiers. Thanks to their efforts, none of the hundreds of Soldiers suffered any of the health problems that can occur when dealing with crude oil.

Army regulations strictly prohibit the use of military funds for missions not specifically requested by the host nation, so getting Soldiers to a clean-up site had to be done at no cost. This was made possible by donations from several Korea-based companies.

The Taean beach is calm now, cleanup efforts are complete, and white froth again punctuates the ebb and flow of the ocean tides, Eighth Army officials said. **sm**

Sgt. 1st Class Matthew A. Davio works in the 8th U.S. Army Public Affairs Office.

Sarah Blestein

Spc. Michael Adams



# Helping Bluebirds

Story by Rachel Young  
Photos by Jason Kaye

**R**epresentatives from the Fort Lewis, Wash., Fish and Wildlife Program, The Nature Conservancy and the American Bird Conservancy recently gathered at the post to catch two pairs of bluebirds and move them to the state's San Juan Island.

Officials chose to relocate the birds to the island because it boasts one of the last-known natural oak-prairie bluebird habitats, said Jim Lynch, a Fort Lewis fish and wildlife biologist.

Through the Western Bluebird Translocation Program, wildlife officials hope to help the bluebirds repopulate, said Bob Altman of the ABC. It's unlikely the birds would have migrated there without some help, he said.

Altman came up with the idea for the WBTP as part of a larger effort to preserve and restore oak-prairie habitats, he said.

With 7,000 acres of such habitat, Fort Lewis contains one of the "last remaining suitable habitats in the area" for western bluebirds, said David Clouse, fish and wildlife manager at Fort Lewis.

But the birds' earlier nesting site was located near the post's artillery impact area and remains pristine prairie due to annual range fires that burn back intrusive plants like scotch broom and Douglas fir. Under the translocation program, officials hope to relocate five to 10 pairs of bluebirds per year for the next five years.

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An innovative program at Fort Lewis, Wash., is helping to ensure a bright future for bluebirds.

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The Fort Lewis western bluebird population, the largest in the area, is large enough to tolerate the removal of a few pairs, Clouse said.

Earlier last year three pairs were relocated to San Juan Island. In order not to disturb the birds' breeding, they must be caught after they have chosen mates, but before they begin nesting, Clouse said. Each breeding pair can lay up to three clutches per year, usually yielding three to four young per clutch.





Fort Lewis workers maintain the post's oak-prairie habitat, one of the last suitable habitats in the region for western bluebirds.



To catch the birds, mist nets were erected around bluebird nesting boxes. A speaker playing bluebird calls was placed near the box, causing the birds to come out of the nesting box to protect their territory. When the birds flew out of the nests, they were caught in the mist nets, unharmed.

Once caught, each pair was banded, measured, weighed and checked for breeding ability, then driven to San Juan Island.

After a few days in an aviary, where they munched on crickets and worms, they were released into the wild.

Because the project is in its first year, the birds will be monitored so officials can determine if repopulation is successful.

Through the Fort Lewis Fish and Wildlife Program Nest Box Project, which began in 1982, 205 nesting boxes are provided on post for western bluebirds, bats, purple martins, wood ducks, American kestrel and white-breasted nuthatch.

In 1981 there were four known pairs of bluebirds on the post. Last year there were 86 known pairs, and 300 fledglings were banded for identification purposes.

The next step for the Fort Lewis fish and wildlife staffers is to make



more natural nesting sites and reduce the number of nesting boxes for the bluebirds. To do this, Clouse said, Douglas firs are girdled, which essentially kills them.

This does two good things for the oak-prairie ecosystem. Woodpeckers dig out holes in the dead wood, thus creating natural nesting sites for the cavity-dwelling bluebirds. And the practice of girdling Douglas firs also keeps the invasive trees from taking over the prairie habitat. **sm**

(Top) Bob Altman of the American Bird Conservancy tags a western bluebird captured in Fort Lewis's Training Area 6.

(Above) Nesting boxes erected by Fort Lewis fish and wildlife workers help ensure the continuation of the post's large western bluebird population.

*Rachel Young and Jason Kaye work for the Northwest Guardian newspaper at Fort Lewis.*



A man in camouflage clothing and an orange safety vest is shown from the waist up, leaning over the hood of a white vehicle. He is holding a rifle and appears to be checking it. The background consists of green trees and foliage.

# The Pig Hunters

Story by James Williams and Neal Snyder  
Photos by Neal Snyder

Maj. Bobby Toon, an instructor with the 199th Infantry Brigade at Fort Benning, checks his rifle before going hunting for feral pigs.

**A**s Dawn approaches, a thin streak of light moves over the dense forest canopy at Fort Benning, Ga. It's just enough light for a hunter like Maj. Bobby Toon to get a clear picture of his prey.

An instructor with the 199th Infantry Brigade, Toon has been helping officials at Fort Benning combat a population explosion among feral pigs.

"It's an invasive species," said Mark Thornton, a natural resources manager at the installation. "The pigs are very destructive as they take resources from native wildlife, so there are no benefits to having the pigs here."

"Feral pigs eat anything above or below ground, from roots and tubers to carrion to small animals," Toon said.

Pigs have been trading farm for forest since man first domesticated the animal, said Thornton, but they've multiplied dramatically at Fort Benning in the last decade. In 2007 the feral pig population grew 26 percent, to more than 6,000.

Hunters don't need a keen sense of smell to follow the pigs, Toon said, pointing to a patch of mud churned up into a dough-like heap by snouts and hooves. "They're like rototillers," he said of the pests.





Hunters don't need a keen sense of smell to follow the pigs. The animals habit of churning up mud with their snouts and hooves leaves a wake of destruction.



Some 2,000 feral pigs are killed at Fort Benning every year, but their numbers continue to multiply dramatically. In 2007 the post's pig population increased some 26 percent.

**"It's an invasive species  
...the pigs are very  
destructive."**

The Fort Benning eradication program uses bait, traps and other methods to kill some 2,000 pigs annually, but the number on post continues to climb.

One solution was to recruit a couple of platoons of Soldiers with hunting experience, Toon said.

The pilot program conducted last

summer resulted in the elimination of 480 pigs over a two-and-a-half-month period, Thornton added.

Toon killed 65 pigs in the last year alone, said Thornton, who calls him the "pig czar."

The campaign against the invasive animals doesn't rely on hunters alone. When it's war, you need to know your enemy. A study conducted in conjunction with Auburn University provides Fort Benning officials information about the pigs' movement habits and genetics.

Using GPS collars and traps, the study is helping Fort Benning understand where groups of wild pigs congre-

gate, and whether they're territorial.

Back on the hunt, Toon stalks through the brush. "Something's moving over there in those palmettos," he said. "Be real quiet." But after two hours of waiting, watching and dragging two clunky non-hunters through the woods, Toon and Thornton turn back.

"That's why what we do is called 'hunting,' and not 'shooting,'"

Toon said. **sm**

*James Williams and Neal Snyder work at the U.S. Army Environmental Center Public Affairs Office.*



# Rockets Away

Story by Rachel Young  
Photo by Jason Kaye

**A**fter performing nonstandard missions for the last few years, the Soldiers of 5th Battalion, 3rd Field Artillery, recently got back to being “Red Legs” during a live fire at Yakima Training Center, Wash.

And it wasn’t just any live fire — the battalion got to try out the Army’s newest rocket weapon, the High Mobility Artillery Rocket System. Mounted on a tactical-vehicle chassis, the HIMARS can fire six rockets. It carries one pod of rockets, instead of two like the Multiple Launch Rocket System, and it was specifically built to be carried on the C-130 aircraft.

Designed to support special operations, the HIMARS can be rolled off an aircraft, fire its full load of rockets and be reloaded onto the aircraft and be gone in a matter of minutes, said battalion training officer Maj. Rich Amadon.

“This is a brand new weapons system for the battalion,” said battalion commander Lt. Col. Matt Hergenroeder.

Only a handful of units across the Army have the HIMARS, he said, and with the live fire his battalion became the first in its brigade to fire the weapon.

“This battalion has a long history, and we’re known as ‘the First Round Battalion,’” Hergenroeder said. The battalion fired the first round for the Union Army in the Civil War and the first round at the Battle of San Juan Hill.

After four weeks of HIMARS classroom and hands-on training, the battalion’s three-day live fire in Yakima was the last piece of their certification. Battery B fired the first day, Btry. C the second and Btry. A the final day. While many of the Soldiers had previously fired the MLRS, some had never gone through a live-fire exercise. The battalion itself had not fired since 2004, according to Btry. B commander Capt. Travis Immesoeste.

At Yakima, Btry. B’s three HIMARS launchers sat in the sage brush

The live-fire exercise at Yakima Training Center was the culmination of four weeks of HIMARS classroom and hands-on training for the 5th Bn. Soldiers.

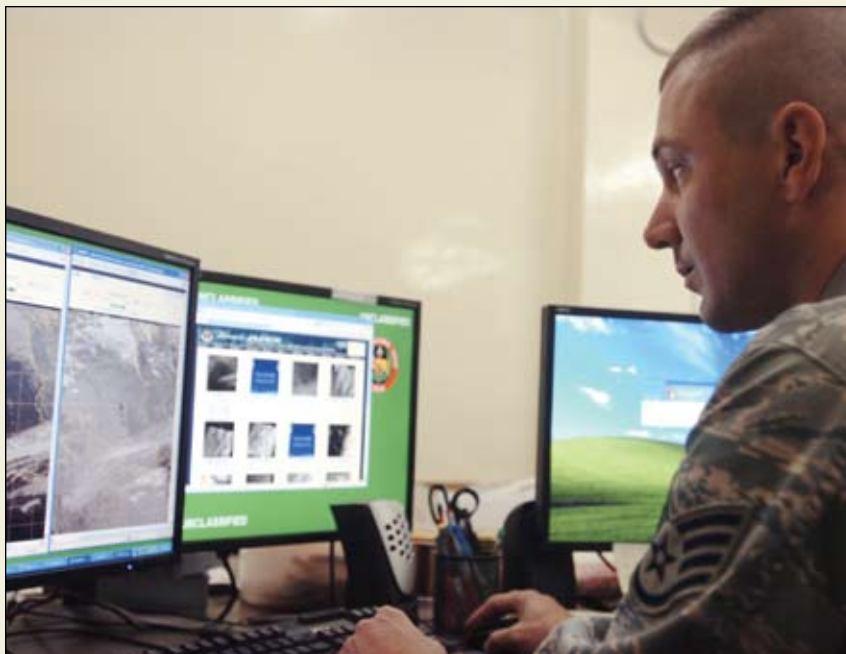
down the hill from the tactical operations center. The three crews practiced loading and unloading the 5,000-pound rocket pods from the HIMARS while the TOC buzzed with activity. Then, after working out a few bugs in the new system, it was time to fire.

The three vehicles positioned themselves in the brush and launched rocket after fiery rocket. First, a “when-ready” mission, second an “at-my-command mission” then a “time-on-target” mission. The battery finished with a three-rocket volley, with all three HIMARS firing together.

“It’s a great day for the battery, for the Soldiers,” said Sgt. 1st Class Robert White, Btry. B first sergeant. “They have been looking forward to this from the get-go.” **sm**

*Rachel Young and Jason Kaye work for the Northwest Guardian at Fort Lewis.*





Staff Sgt. Charles Malone of the 3rd CAB weather office analyzes satellite images to help create a forecast.

# Weather Warriors ★ ★ ★ ★ in Iraq

Story and Photo by Sgt. 1st Class Thomas Mills

**I**n a small room on the flight line at Baghdad International Airport a group of U.S. Airmen toil away, crunching data designed to keep Soldiers safe.

The Airmen are from the Army Support Weather Unit supporting the 3rd Infantry Division's 3rd Combat Aviation Brigade. It's their job to keep the unit's helicopter pilots informed about the weather.

"We're not here to advise people on when to wear a raincoat," said Master Sgt. John Michael, NCOIC of the 3rd CAB staff weather office. "We're about making sure the mission is done safely with regards to weather."

Even on the clearest, most beautiful of days in Iraq, things can be potentially dangerous aloft, said Michael. Weather that has little effect on ground troops can spell death to a helicopter crew. It's the weather office's job to let pilots know about those conditions.

## Observation and Forecast

The process of informing the pilots starts with weather observations, said Michael. On a rooftop above the team's office is a sensor array that measures such atmospheric variables as wind direction, wind speed, cloud height and visibility.

Besides using local sensors, the forecasters also look at satellite imagery, radar data and observations from elsewhere in Iraq.

The forecasters make observations every hour, gather the data from all sources and send it back to a central hub in the States. The data is fed into a computer model and a forecast is kicked back to the forecasters in the field.

The computer model looks at data from the various sources before computing a forecast, said Master Sgt. Dan Godin. The computer model starts at the time it is received and extends 180 hours into the future.

## Both Art and Science

People have been trying to forecast the weather for centuries and, despite computer technology and precision measuring instruments, forecasting is still very much a human endeavor.

"The models aren't always spot on," said Staff Sgt. Charles Malone, a forecaster in the staff weather office. "We can look at the charts, satellite images and radar data, and analyze them ourselves to create a forecast."

The forecaster's experience is the final piece in the weather puzzle as he takes all the information into account and informs the pilots.

"Here in Iraq we're often doing limited-data forecasting," said Capt. Justin Erwin, the 3rd CAB's staff weather officer. "We often have to 'throw out' the forecast models because they are based on the United States' climate, not Iraq's. So it's critical that we have someone who knows how to forecast."

For that reason, junior enlisted weather forecasters are not thrust suddenly into a field office right out of school. They generally spend time at one of the large weather hubs, learning the ropes.

"By the time they come out to the field with us, they have a minimum of three years' experience," Godin said.

Experience has taught these forecasters that the data and computer models are all only as good as the people interpreting them.

"It gives us a good start point," Malone said, "but we have to finish it." **sm**

*Sgt. 1st Class Thomas Mills is assigned to the 3rd Combat Aviation Brigade Public Affairs Office.*



# UNVEILING FM 3-0

By John Harlow

The change in operational doctrine embodied in FM 3-0 is intended to ensure that Soldiers have the best possible tools, training and leadership.

**T**he Army's new field manual for operations, FM 3-0, brings the first major update of Army capstone doctrine since the terrorist attacks of 9/11.

The change in operational doctrine reflected in the new manual "is designed to ensure that our Soldiers have the very best tools, training and leadership they need to succeed," said Lt. Gen. William B. Caldwell IV, the commanding general of the U.S. Army Combined Arms Center at Fort Leavenworth, Kan.

Gen. William S. Wallace, commander of the U.S. Army Training and Doctrine Command, unveiled the 15th edition of the field manual at the Association of the U.S. Army Winter Symposium in Fort Lauderdale, Fla., in late February.

"Today's Army is about half the size it was in 1970, but the U.S. military's involvement around the world has tripled since the collapse of the Soviet Union," Wallace wrote in the foreword to the TRADOC information pamphlet for FM 3-0. "The next several decades, according to many security experts, will be an era of persistent

conflict that will generate continuing deployments for our Army."

"We must emphasize doctrine as the driver for change," said Army Chief of Staff Gen. George W. Casey Jr. "You can't cement change in the organization until you adapt the institutions. That change begins with doctrine."

The rise of transnational terrorist networks, religious radicalism, ethnic genocide, sectarian violence, criminal networks and failing nation-states all imperil the United States and its national interests, officials said.

"A tremendous amount of change in FM 3-0 has come from lessons learned in Iraq and Afghanistan," said Caldwell. "It was important for us to go back and take those lessons that we have learned over time and incorporate them into our doctrine, training and leader development."

FM 3-0 institutionalizes simultaneous offensive, defensive, and stability or civil-support operations as the core of the Army's doctrine. The concept of full-spectrum operations, first introduced in the 2001 manual, still represents a major shift in Army doctrine — forces must be able to address the civil situation at all

times, combining tactical tasks affecting noncombatants with tactical tasks directed against the enemy.

## Stability and Combat

The new manual views stability operations as being as important — if not more so — than offensive and defensive operations.

"Whatever we do and wherever we go in the world today, fundamentally, the operations are going to be conducted among the people," said Lt. Col. Steve Leonard, chief of Operational Level Doctrine in TRADOC's Combined Arms Doctrine Directorate, and one of FM 3-0's lead authors. "The operations are going to be focused on the well-being of, and the future of, the populations we are operating among."

FM 3-0 states that winning battles is important but not decisive by itself. Campaign success, it stresses, will depend on shaping the civil situation in concert with other government agencies, international organizations, civil authorities and multinational forces.

The new manual also institutionalizes the need for cultural awareness, which is critical to understanding populations

*John Harlow works for the TRADOC News Service.*



FM 3-0 states that winning battles through the proper application of combat power is important, but not decisive in itself.



and their perceptions in order to reduce friction and prevent misunderstandings, thereby improving a force's ability to accomplish its mission.

#### Information and Initiative

Soldiers and leaders must master information, officials said, because to the populations among which the Army operates, perception is reality. Altering perceptions requires accurate, truthful information presented in a way that accounts for how people absorb and interpret information with messages that have broad appeal and acceptance. This is the essence of information engagement in the new FM.

"We have come to recognize that in the 21st century, the information domain is a critical component," said Caldwell. "It is how you perform information operations, how you perform psychological operations, how we take and embed and link all of these together while we are performing nonlethal forms of stability operations. This is a major change and one of our key elements of combat power."

FM 3-0 asks leaders to embrace risk, take the initiative and focus on creating opportunities to achieve

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FM 3-0 institutionalizes simultaneous offensive, defensive and stability or civil-support operations as the core of the Army's doctrine.

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decisive results. With Soldiers fighting door to door one minute and rebuilding schools the next, they have to be able to adapt and make the right decisions in any given situation.

"We're not teaching Soldiers what to think in the school and centers; we're teaching them how to think, how to think critically and how to think creatively," Caldwell said. "There is no way that we can properly prepare Soldiers for the challenges and diversity of the threats they will face on the battlefield today. They are too diverse. The asymmetrical threats are absolutely unpredictable and will continue to be on the 21st-century battlefield. Therefore, we must ground Soldiers in the principles, and in the art of

creative and critical thinking."

"This new field manual moves away from the 1990s focus on process, science and technology," Leonard said. "It emphasizes the human dimension of military command and leadership — one that focuses on the commander as a leader who draws on experience, intuition and knowledge. When this is applied in an operation, it provides the flexibility, adaptability and creativity that are necessary to operate in what we recognize as a fundamentally dynamic and volatile operational environment."

The Army's senior leaders have been hands-on with the creation and writing of FM 3-0.

"This manual was shaped by the senior leaders of our Army," said Leonard. "It has the flavor of combat. It has the experience of mid-grade officers who can communicate among the senior leaders and the junior leaders and noncommissioned officers. It was fundamentally shaped by senior leader engagement. With a manual of this importance, we made sure that what we presented to the force was something that rings true, from new Soldiers to the chief of staff." **sm**



By Sgt. Robert Yde

**W**ith the July opening of Montpetit Pool at Forward Operating Base Prosperity, Iraq, Soldiers of the 1st Cavalry Division's 2nd Brigade Combat Team have had a daily escape from the summer heat.

But while most Soldiers use the cool waters for leisure, another group of Soldiers meet at the pool every Saturday morning to work through injuries sustained during the brigade's current deployment.

#### A Therapy Resource

"Most stateside gyms with pools usually incorporate pool therapy," said Sgt. John Hart, a physical therapy tech attached to Company C, 15th Bde. Support Battalion. "It allows injured Soldiers to become more functional faster without compromising the rehab for certain injuries. Whereas, if you're doing weights or standard exercises in the gym, there's always the chance the patient will overdo it and have a setback."

Hart, who worked at Reynolds Army Community Hospital at Fort Sill, Okla., before deploying to Iraq last fall, said that he and physical therapist Capt. Matthew Larson began using the pool for therapy sessions soon after it opened.

"The pool adds a different element to the exercise," Larson said. "It challenges people through both strengthening and aerobic workouts. The water provides good resistance for limb movement, and it's a lower-impact but vigorous workout for people with certain injuries."

Pool therapy is just one aspect of Hart's and Larson's rehabilitation program, with patients also meeting twice a week at the FOB's gym and three times a week at the troop medical clinic, but Hart said the pool-therapy sessions seem to be a favorite among the patients.

"The patients really love it and they think they're getting a lot of gains from it," he said. "They really get into the rehab, and they can really go through the ranges of motion without experiencing much pain. It's really therapeutic."

According to Spc. Tyler Burdette, a Soldier undergoing physical therapy on a torn knee ligament, pool therapy is the hardest and most demanding workout he goes through.

"But it helps a lot, because with injuries you often can't support your own body weight," he said. "The pool helps with that, so it's really good."

Like Burdette, most of the Soldiers undergoing pool therapy have lower-body injuries, and most of the exercises are designed to work the patients' ankles and knees.



"It's mainly a lower-extremity workout, so we start with basic leg stretches and then move to non-impact exercises like flutter kicks," Larson said. "If you have a knee or ankle injury you can get a good workout because you're still moving everything, but you're not impacting that injury as hard as you would by running in formation. At the same time, you're working on muscle endurance and strength, because you're moving against the resistance of the water."

Hart said the benefits of pool therapy can be experienced by any Soldier, not just those undergoing physical therapy, when integrated into a regular physical training program.

"You can even do it as a preventive measure," he said. "Many people have found out about the pool therapy and ask me if there are pool exercises they can incorporate into their PT programs. It's a really good strengthening exercise."

### Forward Therapy

While pool therapy is something new for 2nd BCT Soldiers undergoing rehabilitation, Hart said the idea of attaching physical-therapy personnel to deploying brigade combat teams is also a relatively new concept.

He said that in the past physical therapy was performed only at combat-support hospitals, and units would either have to transport Soldiers to the CSH daily or risk losing them for several months while they lived and underwent rehab at the CSH.

"It was really demanding on the units, since they need the manpower," Hart said. "It was really hard for the units to properly do their missions without the necessary personnel. Overall, I think physical therapy this far forward is helping the brigade combat teams stay in the fight."

### A Continuing Program

"We'll come up with a plan that will allow the next unit that comes in to take over the pool-therapy program," Hart said. "Our goal is to have a program that's already established, so that other units and other physical-therapy



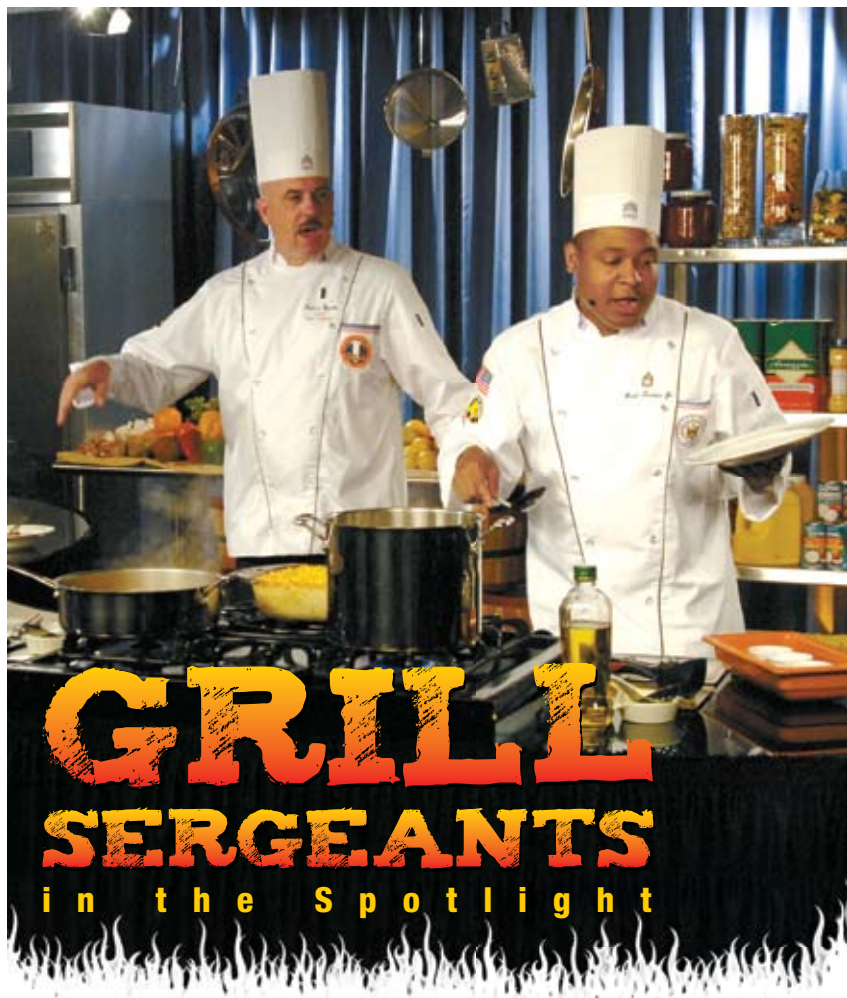
techs and therapists can take it from there.

"This can be a really good thing," he added. "When you get injured you need the right type of rehab so you don't lose your career. There are a lot of really good things in physical therapy that we're trying to incorporate into these brigade combat teams, in order to keep these guys in the fight." **sm**

*Sgt. Robert Yde is assigned to the Public Affairs Office of the 1st Cavalry Division's 2nd Brigade Combat Team.*

# FOCUS *on People*

Story and Photo by Mike Strasser



Chief Warrant Officer 4 Robert Sparks (*left*) ACE's culinary division chief, joined host Sgt. 1st Class Brad Turner for the taping of a recent episode.

"It's important to emphasize family cooking, and just families, period," Turner said. "On this show, you'll hear me say, 'Share your love, share your food.' And that's because military families move at such a high tempo. Mothers, fathers and even grandparents are working and deploying, and when they come back, they need that reconnection time. What better time to connect than when you eat? Even if it's over bacon and eggs, it's important to emphasize family-building activities."

Early episodes have featured such segments as a 20-minute pasta show; "Green Day," putting green vegetables on display; and a Thanksgiving special.

Turner was joined on-set by such guests as Sgt. Joshua Spiess, an enlisted aide, and Staff Sgt. Martina Warren of the Army Center of Excellence, Subsistence. Chief Warrant Officer 4 Robert Sparks, ACE's culinary division chief, made his screen debut as a guest taster and was impressed with the magnitude of the production.

Considering that up until a week before the first taping the production studio was simply a supply room, Sparks said the small crew did incredible work in a short time.

"It's amazing how they've transitioned all that into a studio worthy of any Food Network show," Sparks said. "All I can say is, 'Watch out Emeril and watch out Rachael Ray — here come 'The Grill Sergeants.'"

Shooting 12 episodes in less than a week, Turner was considerably fatigued. But as a military chef, he said that any opportunity to highlight the military's culinary experts is time well spent.

"It's groundbreaking for food service to be placed in this kind of spotlight," he said. "With the number of active and retired military chefs, this really validates the excellence in the food-service program." **sm**

*Mike Strasser writes for the Fort Lee, Va., Traveller.*

**S**GT. 1st Class Brad Turner went from a hot kitchen to the hot lights of a TV studio when he was the featured chef for the taping of the "The Grill Sergeants," the new Pentagon Channel lifestyle program that debuted last fall.

In between shoots at Fort Lee, Va., Turner said it was an honor to be chosen as the show's first host.

"I have been humbled by the amount of work from a lot of great people here and the camaraderie among everyone putting this show together," he said.

Brian Natwick, the Pentagon Channel's general manager, said the show is part of an effort to expand the channel's lifestyles programming. Having already filmed an exercise show called, "Fit for Duty," Natwick said a cooking show would fit well into the lineup.

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"It's important to emphasize family cooking, and just families, period," Turner said.

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"The first show focused on physical fitness, and the new show highlights healthy eating," he said. "The two shows meld well in providing information on how to stay fit and healthy, so that our military members can continue on with their missions."

The first "Grill Sergeants" episode was all about the family dining experience. Segments included "Saving Private Dining: Reviving the Art of Eating Together," and "For the Love of Family Favs ... Bringing the Family Closer."



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